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JUN 22 1957

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Relief for Employees and Their Dependents Stationed at Hardship Posts

1. This memorandum contains, in paragraph 5, a recommendation for your approval of a memorandum to the Deputy Director for Plans.

2. At your request, we have studied the problem of what action the Agency can take to afford relief to employees and their dependents stationed at hardship posts. The study indicates that the hardship factors which exist at many of our Field Stations have a particularly debilitating effect on the working efficiency of clandestine service personnel and that the travel cost of round-trip travel to a place suitable for effective rest and rehabilitation is beyond the financial capacity of all but a few Agency employees. Therefore, Agency paid round-trip travel to an area where effective rest and rehabilitation can be obtained is the key to solution of the basic problem. Typical hardship factors are:

a. Extreme climatic conditions such as the unrelenting

heat

the extremely cold long winters and lack of sunshine

in Stations

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b. Generally poor living and/or working conditions as prevail [redacted]

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c. Tensions caused by natural or man-made travel restrictions, unfriendly indigenous attitude toward Americans, inability to communicate with the local population due to lack of language abilities, etc., all contribute to a feeling of isolation, of being "closed in"; such factors prevail at Stations [redacted]

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d. Such periodic and relatively short-term situations as [redacted] the Middle East during the 1956 crisis, etc., can create working and living conditions which have a greatly stepped-up and adverse effect on the working efficiency of the Agency employees and the morale and physical well being of their dependents; in addition, these conditions are magnified by a greatly expanded work-load for Agency personnel.

3. Most Agency employees abroad are engaged in clandestine activities, work under cover and security restrictions, and are normally required to work long and odd hours which prevents them from going into that state of "hibernation" which is normally used to beat the heat in the tropics; the very nature of their clandestine work requires that Agency employees overseas be on duty twenty-four hours a day, seven days a week. Because these factors create a basic difference between

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the working conditions of clandestine service personnel as compared with the normal United States Government employee overseas, it would be patently unfair to Agency employees for the Agency to limit itself to the type and degree of hardship benefits that may be given by other departments and agencies. It is recognized that may

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exercise of the same energetic imagination that is used to lick any other type of operational problem.

4. No additional legislation is required for CIA to provide relief to its employees and dependents at hardship posts, as the Director has ample authority at present to provide this by administrative action.

5. Because of the great variance in the hardship factors present at any given Field Station, it would not be practical to issue an Agency Regulation on the subject. A preferable method is one of direct action energized by empowering the DD/P to authorize the initiation of hardship post relief programs developed at the Division level and tailored to fit the specific problems prevailing in each geographic area. It is intended that such programs will cover all pertinent Agency personnel overseas. It is believed that each Division Chief should submit to the DD/P a list of those Field Stations deemed to be in the hardship post category, the factors that make it a hardship post, and the relief program which the Division Chief proposes to initiate. Each Divisional program should be so coordinated as to ensure adequate provision

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that may be involved and concurrence from the Medical Staff that the areas selected for rest and rehabilitation will, in each case, provide the desired result. It must be emphasized at all times that the basic purpose of the hardship post relief program is to maintain the working efficiency of the Agency employees stationed at such posts through the alleviation of any factors which tend to debilitate that working efficiency. It is further believed that the SSA/DD/S should maintain records on the hardship relief authorized at each Station and should annually review, in collaboration with the Division concerned, the current situation at each post and determine if the relief measures are still effective and/or required. It is recommended that you sign the attached memorandum of authorization for the DD/P.

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[Redacted Signature Box]

Lyman B. Kirkpatrick
Inspector General

CONCURRENCES:

[Redacted Signature Box]

Deputy Director/Intelligence

~~Recommendation in paragraph 5~~

~~(approved) (disapproved)~~

(See Memo for the Record attached)
Deputy Director/Support

See Memo for DD/S, subject as above, signed by A/D CI 7 Sept '57.
Acting Director of Central Intelligence

* See Comptroller comments attached
Comptroller

[Redacted Signature Box]

General Counsel

[Redacted Signature Box]